

MIDCAREER COURSE NO. 8

COURSE REPORT

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General Observations

25X1A From virtually every standpoint, Course No. 8 was the best to date in the opinion of the staff. With very few exceptions, the substantive changes instituted after Course No. 7 worked out well and some, such as the presentation by John Clarke during the first phase, and the trip to Cape Kennedy, had exceptionally high impact. The Midcareerists themselves displayed an unusual esprit and developed into an effectively working group within the first twenty-four hours at [REDACTED]. They maintained a notable degree of interest, participation, and enthusiasm throughout the six weeks and quite obviously profited from their experience.

The critiques were replete with high-intensity adjectives reflecting wholehearted approval of the Course in general and of a large number of individual guest speakers. Adverse criticisms of specific items in the schedule were thoughtfully phrased and accompanied by suggestions for improvement. The maturity of the group as a whole was apparent not only in the substance of their discussions but also in the absence of useless carping about insignificant aphids in the intellectual and administrative bushes.

For the first time since the inception of the Course, the [REDACTED] phase was almost perfectly executed. The weather was outstanding; there were no problems in transporting guest speakers; there were no cancellations of planned talks, and there were only three changes of speakers after publication of the schedule. The Brookings phase was not quite so fortunate, but the blizzard which forced the cancellation of one day of work was the only untoward occurrence during this part of the Course. In the third phase, one guest speaker was delayed in

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arriving because of a problem in aircraft maintenance, but the consequent rearrangement of the day's schedule was effected with a minimum of difficulty. Cape Kennedy was included in the field trip for the first time and proved to be a worthwhile addition. A day at NSA Headquarters at Ft. Meade was also a new and highly effective element in the third phase of the Course.

It was regrettable that pressing requirements made it impossible for Admiral Raborn to address the Midcareerists during the opening session or to deliver the graduation speech. However, the students deeply appreciated the appearance of Colonel White, who opened the Course on a high note indeed, and of Dick Helms, whose remarks on the final day were a most appropriate conclusion to the Course.

Finally, this report would not be complete without an expression of indebtedness to all of the OTR typists and secretaries, Miss [REDACTED] in particular, who cheerfully stepped into an unfamiliar situation after the departure of [REDACTED] on 13 December, and so ably provided the clerical and training assistant support vital to the success of Course No. 8. Mrs. [REDACTED], our new secretary, is likewise to be commended for assuming these supporting responsibilities in mid-Course and carrying them out efficiently and enthusiastically.

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Part I - The Agency

A. Planned Changes from Prior Course

1. Speakers and Topics

- a. After discussions with [REDACTED] officers, we decided to eliminate the various welcoming talks from the schedule for Sunday afternoon following the students' arrival. Only the security and general administrative briefings were given, thus reducing the number of [REDACTED] personnel required to put in an appearance. The official welcome and the briefing on the [REDACTED] were scheduled as the first item of business on Monday morning. 25X1A
- b. At Bill Morell's suggestion, we arranged for [REDACTED] Deputy Director of Research and Reports, to give the lecture, "Development in Economic Intelligence". 25X1A
- c. As Art Lundahl was back in harness following a period of illness, we were delighted to have him return to his accustomed place on our schedule.
- 25X1A d. [REDACTED], the new Deputy Director, Logistics, agreed to handle the presentation for his office. Unfortunately, unexpected problems in Washington made it impossible for him to be with us.
- 25X1A e. [REDACTED], Acting Director of Communications at the time, accepted our invitation to speak to this group. He suggested that [REDACTED] accompany him to handle the demonstration and explanation of equipment. 25X1A

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- f. John Clarke suggested that his usual talk, "Individual Responsibility for Funds", be replaced by the briefing on CIA programs prepared for presentation at the highest levels within and outside the Agency. After taking a look at the tremendous number of visual aids which support that briefing, we agreed that such a presentation would make an outstanding "wrap-up" of the first phase of the Course.
- g. The Management Panel, usually the final element of the Agency phase, was dropped, partly to allow time for John Clarke's new talk and partly because of unnecessary duplication with material to be covered in later sessions with the Deputy Directors.
- h. Instead of four periods allotted to group meetings for preparing questions to be submitted to the Deputy Directors, Thursday evening of the second week was scheduled for this purpose.
- i. Although we prefer to have a free evening on Friday of the first week, other scheduling requirements made it necessary to hold the lecture, briefing, and demonstration of Ambush Operations during that time.
- j. Clandestine Services Coverage  
While retaining the basic pattern which proved effective in Course No. 7, we added twelve hours to the coverage. Of this additional time, seven hours were devoted to paramilitary topics covered [REDACTED] staff members; an hour and a half was allotted to a talk, "The Nature and Scope of Covert Activities" by [REDACTED] two hours and a half were assigned to a description of the [REDACTED] and [REDACTED] an hour was spent in informal discussions with Tom [REDACTED] following his introductory talk on the Clandestine Services.
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2. Individual Presentations

As a result of our experience with the student presentations in Courses #6 and #7, we increased the time allotted to them and rearranged the scheduling pattern. By allowing each student thirty minutes instead of twenty we raised the actual presentation and discussion time to a total of fifteen hours. Only ten hours had been spent in each of the previous two Courses. By rearranging the scheduling pattern, however, we reduced the planned "break" time from the former two and a half hours to a negligible fifteen minutes. The comparison of time/pattern factors between Courses #7 and #8 is shown below.

<u>Course #7</u>		
<u>Day</u>	<u>Hours</u>	<u>No. of Presentations</u>
Wednesday	1930-2200	6
Friday	1330-1600	6
Saturday	1800-2000	5
Sunday	1800-2100	7
Tuesday	1500-1730	6

<u>Course #8</u>		
<u>Day</u>	<u>Hours</u>	<u>No. of Presentations</u>
Wednesday	0800-0930	3
Thursday	0800-0930	3
Friday	0800-0930	3
Saturday	1330-1430	2
	1815-1945	3

<u>Day</u>	<u>Hours</u>	<u>No. of Presentations</u>
Sunday	1830-2030	4
Monday	0800-0930	3
Tuesday	0800-0930	3
Wednesday	0800-0930	3
Thursday	0800-0930	3

3. Formal Presentations at Night

From Monday of the first week through Wednesday of the second week, ten nights (including Saturday and Sunday) are available for scheduled activity. In Course #7 this time was used in the following fashion.

Informal Discussions with Guest Speakers	4 nights
Group Meetings	1 night
Individual Presentations	3 nights*
Management Panel	1 night
Free	1 night

\* Wednesday of the first week plus Saturday and Sunday.

In Course #8, in order to include all of the desired subject matter while retaining a measure of balance among various techniques, as well as to avoid reliance upon Washington-based speakers on Saturday (with the accompanying extra requirement for air transport), we found it necessary to use four of the available nights for formal presentations followed by informal discussion. In Course #8 the nights were used in the following fashion.

Formal Presentations plus	4 nights
Informal Discussion	
Lecture, Briefing and Demonstration	1 night
[REDACTED]	
Informal Discussions with guest	2 nights
speakers	
Individual Presentations	2 nights*
Group Meetings	1 night

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\* Saturday and Sunday

B. Significant Developments

1. Substitutions and Deletions

Worthy of note is the fact that no scheduled presentation had to be cancelled. Speaker changes after distribution of the schedule were remarkably few. Larry Houston substituted for [REDACTED] [REDACTED] appeared in place of Sherman Kent; [REDACTED] replaced [REDACTED], and R. Jack Smith, who succeeded Ray Cline as Deputy Director for Intelligence, fulfilled the latter's commitment to meet with the group at Headquarters on Friday of the second week of the Course.

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2. Meetings with the Executive Director and the Deputy Directors

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To our intense gratification, Colonel White and Messrs. [REDACTED] FitzGerald, Wheelon and Bannerman were able to appear exactly as scheduled on Friday, 21 January.

3. For the first time since the inception of the Course, a student was withdrawn prior to graduation. [REDACTED] Office of Logistics, had to leave on Wednesday of the first week because of the death of his father. Circumstances prevented his return until the following Wednesday so in view of the amount of time

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25X1A missed, the Office of Logistics deemed it advisable to withdraw [REDACTED] and to nominate him for a subsequent course.

25X1A 4. [REDACTED] had to cut short the discussion following his talk on Wednesday night in order to return to Washington. The class would have appreciated more time with Tom but settled for the alternative: President Johnson's State of The Union Message on TV.

25X1A 5. [REDACTED] found himself in an unusual environment - completely in the dark - when part of the ceiling on the second floor of the Admin Building [REDACTED] collapsed during his talk and took out most of the electrical power. Bob never skipped a beat, however, and finished his session midst the firefly glow of lighted cigarettes.

C. Summary of Critiques

1. The Intelligence Community and the CIA - [REDACTED] 25X1A  
The group had high praise for Mr. [REDACTED] Twenty-six 25X1A  
critiques used such words as "comprehensive coverage",  
"stimulating" "challenging and thought provoking". Six  
students particularly noted that Mr. [REDACTED] was an excellent 25X1A  
keynote speaker for the course. In addition, about a third of  
the group commented specifically on his ability to handle questions  
and evoke discussion in the evening session. Only three  
students were critical, one feeling the talk was "a little bit  
about a lot of things", and another that Mr. [REDACTED] avoided 25X1A  
answering questions. The third student did not find him a good  
choice as the opening speaker but added that he was superior  
in the informal discussion.
2. The Evaluation of National Intelligence Programs - [REDACTED] 25X1A  
Twenty students thought highly of Mr. [REDACTED] presentation. 25X1A  
Some of these felt that his talk would have been more effective

had he used graphic aids and employed the PA system. Some who were critical thought the hour after lunch might well have worked against Mr. [REDACTED]. Four students expressed disappointment because of vagueness, generalities, and lack of "color" in the talk. Several pointed to his able contribution during the evening discussion. 25X1A

3. The Role of the General Counsel - Mr. Lawrence Houston

Twenty-four of the twenty-five comments on Mr. Houston's presentation were laudatory. Many students pointed out that they had previously been unaware of the various functions described by Mr. Houston and found the information helpful and interesting. Mr. Houston's sincerity and skillful use of actual examples were cited several times. His participation in the evening seminar also received favorable comment. Only one student did not feel that Mr. Houston's talk was effective.

4. The Production of National Intelligence Estimates - [REDACTED] 25X1A

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[REDACTED] received nothing but accolades from the group. Time and again he was cited for candor and realism in discussing the estimating function. In addition to pointing out his well organized presentation, many commented on Mr. [REDACTED] extremely able manner of handling the question and answer period. 25X1A

5. The Agency's Current Intelligence Role - [REDACTED] 25X1A

Of the 23 members of the group who commented on Mr. [REDACTED] presentation 15 found his presentation effective, well organized, and informative. Eight others recognized the importance of the topic but reacted adversely to Mr. [REDACTED]'s softness of voice. 25X1A

6. Trends in Processing Information in Support of Intelligence Production - [REDACTED]

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About two-thirds of the class agreed that Mr. [REDACTED] presented a very enthusiastic and informative view of the problems and functions of document and information retrieval. Five students complained about the use of too much "computer jargon" which appeared to confuse the picture for them.

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7. The Role of the Domestic Contact Service [REDACTED]

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Over half of the class commented favorably on Mr. [REDACTED] presentation. Several noted that although the talk was somewhat rambling, it was informative and interesting. The use of handouts was noted with favor. Four students did not find the talk productive. Several students felt that many murky points might have been cleared up had Mr. [REDACTED] left time for discussion.

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8. Developments in Economic Intelligence - [REDACTED]

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Twenty-five students commented on Dr. [REDACTED] talk and all but two were highly enthusiastic. The refreshing approach to the subject was particularly appreciated. Most students liked the informal setting for this presentation, but one or two thought it should have been presented in the classroom and followed by a question and answer period rather than an informal discussion.

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9. [REDACTED]

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Comments on Mr. [REDACTED] talk were uniformly good. His use of handouts was considered helpful. A few students suggested that he talk more about the uses made of [REDACTED] product.

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10. Developments in Photographic Intelligence - Arthur Lundahl

As usual, Mr. Lundahl's impact was tremendous. Superlative comments reflected his outstanding performance. Even those who had heard him before enjoyed his extremely enthusiastic approach. A few students suggested fewer graphics and more Lundahl.

11. The Clandestine Services - [REDACTED]

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Half of the class commented favorably on Mr. [REDACTED] presentation using such phrases as "excellent introduction to Clandestine Services", "logically presented", and "informative presentation". Most of the others felt it was too formal, too general, or lacking enough specifics. In all but a few comments Mr. [REDACTED] was considered a good speaker. Several students regretted that Mr. [REDACTED] did not have more time for the evening discussion.

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12. The Responsibilities of Area Divisions - [REDACTED]

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Fifteen of the 26 students who commented on Mr. [REDACTED] talk felt that his was a highly satisfactory performance. He was cited for his professionalism and ability to handle questions. Many of those who did not find his formal presentation too effective commented favorably on his impact during the evening discussion.

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13. Field Station Activities - [REDACTED]

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Mr. [REDACTED] description of the workings of a field station was well received by the group. They found his manner charming and his use of specific examples very informative as well as interesting. Only two students felt that the coverage could

have been more informative and better balanced. Mr. [REDACTED] 25X1A  
responses to questions and his participation in evening  
discussion were singled out as contributing positively to the  
enlightenment of the group.

14. [REDACTED] 25X1A

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Twenty-seven members of the group commented specifically on  
Mr. [REDACTED] As usual he was described as dynamic, stimulating,  
and provocative, although a few students felt that he was overly  
dramatic and that his physical movements were distracting.  
One student found him unimpressive with a tendency toward  
"shallow and flip" remarks.

15. The Role of Paramilitary [REDACTED] 25X1A

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Mr. [REDACTED] presentation was commented on by 24 members  
of the group. All but three found him informative and interesting,  
and the talk an excellent introduction to the subsequent coverage  
of paramilitary action. Time and again his use of slides and  
specific examples were cited as extremely valuable. One  
student felt he wandered too much into FI and CE fields and  
spoke too little on PM operations and their philosophy. Some  
others took the opposite view, noting that he gave credit to  
segments from other components and had a broad Agency view  
in relation to the mission of [REDACTED]

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16. PM Topics [REDACTED] 25X1A

Most students commented on the PM presentations as a block  
although all of the officers who spoke received individual  
comments from one or more students. The consensus was that  
the entire day was extremely well done, informative, and  
impressive. Many felt the demonstrations were a very good  
break from the classroom routine, but some thought that  
possibly too much time was devoted to this material in comparison  
with the time allotted to other subjects.

17. The Nature and Scope of Covert Activities - [REDACTED] 25X1A

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Over three-fourths of the class commented favorably on Mr. [REDACTED]'s presentation. He was admired for his thoughtful, well-organized material. The only criticism was to the effect that the talk would have been improved had Mr. [REDACTED] used specific examples of Covert Activities and dwelled less on the CA Staff structure and on generalities concerning operations.

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18. Case History [REDACTED] 25X1A

Superlatives abounded in the comments on [REDACTED] presentation of the [REDACTED] Case. Many pointed this out as the highlight of the Course. One man commented, "Mr. [REDACTED] put the meat on the bones of the organizational charts."

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Quite a few suggested that even more time could be given to this fascinating and informative explanation of the skills necessary to conduct successful agent operations.

19. The Role of Science and Technology in CIA - Carl Duckett

As in the past, Mr. Duckett was highly praised as an outstanding speaker for DDS&T. He was commended for his ability to make technical matters understandable to the audience, and for his knowledge of other components of the Agency. There were several comments about his skillful handling of the S&T panel. However, for the first time there were quite a few critical remarks about Duckett's use of graphics. Some felt there were too many while others found them distracting. The first two organizational charts were criticized for being illegible and too complex.

20. The Impact of Automatic Data Processing in Agency Activities - Joseph Becker

The class was in almost complete agreement as to the appropriateness of the subject and the effectiveness of the speaker.

Mr. Becker's conversational approach and use of layman's terms to describe a technical field was appreciated. Many students reported having acquired a previously lacking appreciation for the use of computers in the intelligence business. Two men commented on the film, both feeling it was of limited value to a comprehensive lecture.

21. S&T Panel - Robert Chapman, George Miller, [REDACTED] 25X1A  
Carl Duckett

Less than half of the class made specific comments on the S&T Panel and opinions were divided. Some students felt that Mr. Duckett's presentation and his ability to answer questions made the panel unnecessary. Others believed it would have been more effective had it been held in the classroom. The balance found it a good adjunct to the lecture by Duckett and wished more time had been allotted to it.

22. Administrative Relationships with other Agencies - Alan Warfield

Many of the comments about Mr. Warfield's talk concerned the subject matter, not the manner of presentation. Some students observed that after the fascination of the S&T presentation, this particular material could hardly have been interesting. In all cases Mr. Warfield was commended for his excellent handling of questions, especially some rather "loaded" ones.

23. Health Considerations in an Unusual Work Environment -  
Dr. John Tietjen

Virtually the only criticism of Dr. Tietjen's talk concerned the lack of time for questions and discussion which the students felt his excellent formal presentation provoked. Some would have liked to get into specific subjects based on the clinical theory Dr. Tietjen presented. He was cited several times for his ability to use understandable words to explain medical terms.

24. Security Considerations in Accomplishing the Agency's Mission - Howard Osborn

The serious professionalism with which Mr. Osborn approached the topic was well received by the class. His use of case examples and his excellent handling of questions were also valued highly. The only criticism of Mr. Osborn pointed out that it was difficult to catch everything he said because of his tendency to lower his voice toward the end of a sentence.

25. Logistical Support of Agency Activities - [REDACTED]

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Most students considered the subject matter dull and uninteresting, but agreed that Mr. [REDACTED] gives a straight-forward, factual presentation. He was commended for his use of visual aids and his talent for staying away from an organizational chart.

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26. Developments in Technical Communications - [REDACTED]

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One comment which appeared several times highlighted Mr. [REDACTED] obvious interest in his subject matter and his ability to make the technical aspects of communications interesting to the audience. Some thought more time could have been given to the demonstration of equipment, while others felt the entire session was too long for an evening presentation. Mr. [REDACTED] dynamic and enthusiastic style were contrasted with [REDACTED] rather uninspired presentation. Several times Mr. [REDACTED] was classed as one of the top speakers of the Course.

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27. Agency Management - Robert Bannerman

All who commented on Mr. Bannerman's presentation agreed on its appropriateness in the schedule. Many thought his sound managerial advice was a most profitable part of the Course. He was also cited for his sincerity and for having geared his talk especially to the needs of Midcareerists. One man commented

that Mr. Bannerman caused more discussion among the class than any other speaker. The only adverse criticism was from one student who felt Mr. Bannerman was "preaching a party line".

28. Financial Management - Robert Fuchs

Once again Mr. Fuchs drew a favorable reaction for his presentation of a subject ordinarily considered dry and uninteresting. Most students agreed that the talk was informative, well presented and well documented. Some thought there were a few too many slides. Comments on Mr. Fuchs' manner of presentation ran the gamut from "pedestrian" to "sterling".

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29. Personnel Management - [REDACTED]

As usual, Mr. [REDACTED] was recognized as an excellent speaker who presented some very sobering but thought-provoking facts about the Agency's personnel problems. Several students felt Mr. [REDACTED] was a bit too blunt with the "grey heads" of the class regarding the "hump" problem. He was cited as one of the frankest speakers of the course and was complimented for his aplomb in finishing his session despite an unexpectedly blacked-out room.

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30. Planning and Programming in CIA: Scope and Depth - John Clarke

As this was a new and major presentation, verbatim student comments are reported in Attachment A.

31. Individual Presentations

Despite the fact that the students were not required to comment on this element of the Course, one-third of them chose to do so. There were no adverse criticisms. All observations reflected the value of the presentations in elaborating upon information provided by guest speakers.

32. Signal Center Tour

Only 12 students made specific comments on the tour of the Signal Center and six of these were favorable. The major complaint seemed to concern the noise which made it nearly impossible to hear the briefing.

33. Meetings with the Executive Director and the Deputy Directors

The overwhelming majority of the students chose to comment on the day as a whole rather than on the individual speakers. The comments reflect general appreciation of the opportunity to meet with these executives of the Agency, but also reflect marked disagreement as to the value of the substantive aspect of the meetings.

Fourteen comments specifically noted the benefit derived from gaining a first-hand impression of the Agency's leaders. The tenor of these observations is represented reasonably accurately in the following comments from two of the critiques.

"An opportunity which I never dreamed I would experience in my association with the Agency."

"The principal value of these sessions was the opportunity to see and hear the Deputy Directors. For this reason I believe this phase of the Course should be continued."

As to the content of the sessions, eleven students described it in terms such as "valuable", "useful", "informative", and so forth but nine persons found that most of it had been covered earlier in the Course. The following comments are representative of these conflicting points of view.

"Their remarks in response to our questions, and their self-generated remarks, were candid, thoughtful, and enlightening."

"They brought the first two weeks into final focus, a necessary and vital ingredient to properly remove ambiguities."

"Personally, I found the sessions on this day an anti-climax after the content of the sessions

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With respect to the problems of content, it is significant that six students specifically criticized the questions submitted, and several more criticized them by implication. (See Item 5 under Staff Comments and Recommendations.)

The relatively few critiques which singled out individual speakers for comment indicated that Dr. Wheelon was the star performer of the day with Colonel White only a shade behind. Five students noted that Mr. Bannerman's impact was somewhat lessened by virtue of his appearance before the group at [REDACTED] two days previously.

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D. Staff Comments and Recommendations

1. The time and the schedule pattern for the individual presentations seem to be highly effective. If possible, we should adhere to these for subsequent Courses. With respect to the early morning scheduling, however, each mid-winter Course has an advantage over the spring and fall Courses in that Washington and [REDACTED] are both operating on Eastern Standard Time, hence the guest speakers do not arrive much before 0930 hours. In the spring and fall, however, Washington is on Daylight Time while [REDACTED] remains on Standard Time. As a result, speakers regularly leave

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25X1A Washington at 0845 and are ready to go on stage at about 0845 by [REDACTED] clocks. Consequently, even by starting at 0800 we can finish only two student presentations by 0900. As it appears to be unadvisable to ask the guest speaker to cool his heels until 0945 (having arrived at 0830), we will have to modify the individual presentations schedule somewhat whether we like it or not.

2. The seven additional hours of paramilitary material are probably too much. The time is certainly out of proportion to that devoted to other Clandestine Services topics. Admittedly, part of the reason for adding this much time was to give the group some idea of OTR capabilities and of the variety of training facilities available [REDACTED]. Some compromise seems to be in order for Course #9.

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3. Some time ago we toyed with the idea of allotting a couple of hours each to coverage of the Soviet and the Chinese targets. We still think this is a good idea and we propose to try it for Course #9 even if we have to delete (and we will) some of the material which was added for Course #8.

4. John Clarke found that in two and a half hours he could not cover all of the material in his new talk and allow for a question period. Assuming that he will want to give the same presentation for Course #9 (and we certainly hope that he will), we will give him an extra hour so that a couple of breaks and a question period can be cranked in.

5. We are going to have to revamp our system of producing questions for the Deputy Directors. Understandably, these gentlemen want to see the questions the day before the meeting with the Mid-careerists. Our experience has been that the questions drafted by the student groups must be reviewed and edited by the Course Staff (two people) to avoid meaningless duplications, ambiguities, excessive bluntness, and, in occasional instances, downright inanities. Our experience with Course #8 demonstrated that the

questions cannot be drafted, edited, and put in final form all on Wednesday night without excessive strain on both students and staff, and without deterioration in the quality of the questions themselves.

6. For Courses #7 and #8 we omitted coverage of the Technical Services Division, primarily because of insufficient time to allow participation by everyone who had asked at one time or another to talk to the Midcareerists. [REDACTED] has specifically requested that TSD be included in the schedule for Course #9. We plan to honor this request but Sid may have to settle for less time than he would like to have.
7. There seems to be little question that informal discussions with guest speakers at night are preferable to formal lectures. For Course #9 we will certainly reduce the number of formal evening sessions if not eliminate them.

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ATTACHMENT A

VERBATIM COMMENTS

Planning and Programming in CIA: Scope and Depth - John Clarke

A virtuoso performance - fitting close. I'm surprised at the tightly held programs that were presented to the class.

A fantastic experience.

Good review of the subjects covered during the Course.

By far the most impressive presentation given in the Course. None of us realized the magnitude of the Agency's plans and programs.

Magnitude and multiplicity! The substance was there and I believed effectively covered. Planning and Programming a tremendous challenge.

Definitely a high spot. Impressive, appropriate, thorough, well presented and excellent scheduling.

An excellent job - combined speech and visual aids very well.

An extremely well prepared and presented briefing with an over-whelming bit of information - most welcome.

Terrific coverage of the span of Agency activity - few who could do it so well. His personal reference to individual Midcareerists reflected the diligence with which he did his homework. However, I suspect the reference theory may have been overdone, reducing it to a "technique".

An awesome two hour presentation and a fitting climax to the conclusion of this portion of our Course. Provided a good comprehensive review of much of what we've learned - added much startling new information on subjects that previously were only a matter of conjecture. Very valuable in helping put into context much of what we've been discussing here and showing each of us where we fit into the big picture.

Tremendous - wonderful wrap-up of what we have learned during the Course. Real quality.

Most effective and interesting speaker.

Very superior wrap-up. Synthesis of all we had learned the past two weeks. Much more detail of programs than I had expected. Excellent review of where we've been and where we are going. First rate delivery.

A good wrap-up of the first phase of the Course. Since much of the information duplicated earlier presentations, it would have been desirable had he tightened up the organization of the presentation and then allowed for a question period. He introduced some new information in his presentation that whetted the appetite for more detail - but elimination of the question period denied the opportunity of gaining further explanation.

A one-man Midcareer Course. Excellent review of all topics touched on by prior speakers, with attention on broad questions raised but not answered by their presentations.

Gave too much information about some projects which at this time would have better been left unsaid. Otherwise an excellent wrap-up. I think it would be better to have him as an opening rather than closing.

One of the most enlightening briefings I ever heard about Agency operations in depth. Mr. Clarke's use of slides along with his lecture was especially good. He presented a very clear picture of his office's planning and programming functions which is amazing in scope.

This was extremely impressive. It was a very fitting summary and climax to this phase and an excellent lesson on how programs and plans are presented for top level consideration and approval.

It leaves the question regarding the advisability of such a presentation to a diversified group such as this from a security point of view. Considering the fact that it was presented to Midcareerists who have and will develop a considerable body of experience in the Agency and who are, in a word, careerists - I feel it was justified. The presentation technique was obviously excellent. It was a lesson in itself.

Excellent speaker, most interesting, extremely well done, superb visual aids and a fitting climax to a most interesting two weeks.

Excellent presentation. Extremely interesting, but an unnecessary and unwarranted disclosure of compartmented and sensitive information.

Clarke presented an interesting view of Agency activities, budget, etc., but in my view his lecture and slides constitute a gross security breach, totally uncalled for.

It would take greater resources than I have to comment adequately on Mr. Clarke's presentation. His talk tied together, very neatly indeed, the foregoing presentations by others and it gave point to the whole CIA mission and purpose. He laid stress upon the need for dynamic and farseeing management upon which the Agency's picture will rest. His was a clear and vigorous message for us Midcareerists.

Clarke is beyond comment - excellent.

Outstanding, shares honor with [REDACTED]

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Superior in every respect. The highlight of the first nine days. The confidence of management allowing this broad briefing to be presented to Midcareerists is appreciated.

Clarke's marathon was certainly deeply appreciated. I am particularly impressed by the manner in which he can hold attention totally for so long a time, and covering, for the very most part, ground which had been covered before, without any resort to histrionics.

Comprehensive and organized. Just purely bright and articulate. May also be the chief "puller-together" in the Agency. Good thinking show.

Outstanding.

MIDCAREER COURSE NO. 8

COURSE REPORT

Part III - The U. S. Government (Brookings)

A. Planned Changes from Prior Course

1. Speakers and Topics

- a. We had recommended that Brookings retain the topic, "Legislative-Executive Relationships", but replace the speaker, Carl Marcy of the Senate Committee on Foreign Relations, whose presentation was ineffective. Brookings elected to drop both topic and speaker.
- b. William Carey was unable to speak for us this time on "The Executive Office and The White House Staff". Phillip Hughes, who pinch-hit for Carey in Course #7, did not do too good a job.
- c. With a great deal of satisfaction we learned that Terry Sanford, ex-Governor of North Carolina, had accepted the invitation to speak on "State and Local Government". Spencer Parratt of the Maxwell School at Syracuse was dropped from the list of speakers.
- d. As Wallace Sayre of Columbia was unavailable, Brookings engaged Herman Somers of Princeton to handle the talk on "Administrative Dynamics".
- e. Howard Piquet of the Legislature Reference Service, Library of Congress, was of only marginal effectiveness in discussing "International Economic Problems" in Course #7, so Lawrence Krause of Brookings was asked to appear again.

- f. For the two previous courses Brookings attempted to hold a single session on "Business and Labor in Society" with one speaker representing each viewpoint. However, in neither Course did this scheme come off as planned. Therefore, for Course #8, Brookings returned to the earlier system of separate presentations and asked Warren Law of the Harvard Business School to discuss the business aspect and Nathaniel Goldfinger of the AFL-CIO to handle the labor aspect.
  - g. Our recommendation to drop both Irene Taeuber and the topic, "Population Problems" was readily accepted by Brookings.
  - h. The topic entitled "Social and Economic Implications of Scientific Progress" seemed to have some promise, but the speaker in Course #7, Ellis Johnson of HEW, put on such a poor performance that both speaker and topic were dropped from the schedule for Course #8.
  - i. We tried again to get a useful discussion of Foreign Aid, and to this end Brookings scheduled one of their staffers, D.A. Fitzgerald, to handle the topic.
2. An open period in the schedule was planned for the middle of the second week in order to let the group get started on their critiques and to allow for a briefing and the disposition of administrative matters related to the field trip scheduled immediately after the Brookings phase of the Course.

B. Significant Developments

1. The Brookings phase had barely started when it became necessary to relocate William Carey on the schedule if we were to hear him at all. The open period during the second week was the logical spot in which to put him so as not to cause additional dislocations.

2. The group reacted so favorably to Harold Chase on the first day of this phase that Brookings, with our concurrence, asked him to fill in the morning left vacant by the re-scheduling of Carey. Mr. Chase agreed and held a session entitled "The American Economic System".
3. As a result of the changes catalogued above, the briefing for the field trip was held during part of the lunch hour on Thursday on the second week, and the critiques were written during the early morning and late afternoon periods over the span of the two weeks.
4. The Big Snow of '66 caused cancellation of the program on Monday of the second week. Although the class did not get to hear Warren Law on "Business in Society" or Robert Ryan on "Urbanization", some of the key points of these talks were covered by other speakers at Brookings' request.
5. [REDACTED] who will replace [REDACTED] as the Conference Chairman beginning with Course #9, was scheduled to sit as an observer during Course #8. However, he was required to assist with another conference [REDACTED] during the period when we were in operation, so his familiarity with our style of conference will be derived solely from conversations with [REDACTED]

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C. Summary of Critiques

1. Conference Objectives

The responses relating to achievement of conference objectives were of two major categories: Those which did not differentiate among the three objectives, and those which did. Among the responses which did not differentiate, two claimed that the objectives were met to an outstanding degree; eight assessed

the degree of achievement as more than satisfactory, and nine rated the degree of achievement at about the "satisfactory" level. The responses which made a differentiation were grouped as follows:

- Objective #1 achieved in particular - 2
- Objective #2 achieved in particular - 1
- Objectives #1 and #2 met to a high degree - 8
- Objective #3 not met - 5
- Objective #3 only partially approached - 3

2. Topics

	<u>Title</u>	<u>Times Cited as Most Valuable</u>	<u>Times Cited as Least Valuable</u>	
25X1A	American Governmental System [REDACTED]	10	0	
	How Congress Works (Clapp)	10	0	
25X1A	Limits of U.S. Foreign Policy [REDACTED]	9	0	
25X1A	Administrative Dynamics [REDACTED]	8	0	
	Education in a Scientific Culture (Colbert)	8	0	
25X1A	American Heritage [REDACTED]	7	0	
	Planning and Execution of Foreign Policy (Amory)	7	0	
	State and Local Government (Sanford)	7	2	
	Unemployment and Poverty (Striner)	6	1	
	The Executive Office and The White House Staff (Carey)	7	5	
25X1A	The American Economic System [REDACTED]	4	2	
	The Communications Media (Kraft)	3	1	
	International Economic Problems (Krause)	2	4	
	Economics and Public Policy [REDACTED]	1	4	25X1A
	Religion and the American Purpose (Lefever)	0	5	

<u>Title</u>	<u>Times Cited as Most Valuable</u>	<u>Times Cited as Least Valuable</u>
Labor in Society (Goldfinger)	0	5
U.S. Foreign Aid (Fitzgerald)	3	10
Civil Rights (Caldwell)	2	14

3. Speakers

	<u>Name</u>	<u>Times Cited as Most Valuable</u>	<u>Times Cited as Least Valuable</u>
25X1A	[REDACTED]	20	0
	Colbert (NIH)	17	1
25X1A	[REDACTED]	15	0
	Clapp (Legis. Asst. to U.S. Senator)	16	2
	Striner (Upjohn Institute)	12	0
	Amory (Formerly Bur. of Budget)	9	0
25X1A	Sanford (Former Gov. of No. Carolina)	8	0
	[REDACTED]	7	0
	Kraft (Wash. Post)	9	2
	Lefever (Brookings)	6	2
	Carey (Bur. of Budget)	5	5
	Krause (Brookings)	1	4
	Goldfinger (AFL-CIO)	1	4
25X1A	[REDACTED]	0	4
	Caldwell (Dept. of Justice)	0	14
	Fitzgerald (Brookings)	1	21

4. Readings

- a. Fourteen students asserted that the readings were of high quality and used terms such as "excellent", "great material", "very good" and so forth. Nine others found the material "good" or "satisfactory". One student rated the readings as "fair" and another, commenting only on the reading manual and not on the books and pamphlets, said that the material was not particularly interesting or thought-provoking.

b. Quantity

Eleven students believed that there was too much reading material while five others thought that the quantity was just about right. Another eleven students pointed out that there was too much material if one tried to absorb it all within a two week span, but that the quantity was not excessive if scanned, selectively read, and retained for future reference.

5. Administrative Factors

a. Daily Schedule

Of twenty-six responses, all but two indicated that the schedule was a good one. One student thought that it was "too easy", and another believed that it provided for too much discussion time. Several students commented favorably on the flexibility displayed.

b. Conference Length

Twenty students found the time spent to be just about right for the amount of material covered. Three others thought that the two-week period was too short a time. No one suggested that less time would be advisable.

c. Physical Facilities

Fifteen responses were made in terms such as "good", "excellent", and "fine". Eight more described the facilities in a variety of phrases which added up to "satisfactory". Three students mentioned the close quarters and only one, surprisingly enough, commented on the occasional over-heating.

d. Other Aspects

There were only nine comments in this category and three of these concerned the usual problem of ensuring a break after each hour of talking. One student requested that the group be permitted to use the Brookings cafeteria, and another suggested that daily transportation from Headquarters be provided. The other remarks reflected appreciation for various minor aspects of the conference.

6. Suggestions

Of the nineteen suggestions offered, eight pertained to the content of the conference and eleven to the mechanics. Two students suggested coverage of education in the U.S., and two others requested more time be allotted to discussion periods at the expense of the formal lectures. All other suggestions were "singletons", none of which were significant enough to warrant listing herein.

D. Staff Comment and Recommendations

It now seems certain that we will reduce the Brookings phase of the Course to one week as of Course #10. This proposal will be made to [REDACTED] in the near future. For this reason, and because [REDACTED] will handle the conference for the first time in Course #9, it would probably be wise to put most of our effort into the design of the one week conference and not get too involved making major changes in content for Course #9. As usual, we will try to upgrade the weak spots highlighted in Section C2 and C3 above.

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25X1A

MIDCAREER COURSE NO. 8

COURSE REPORT

Part III - World Affairs

A. Planned Changes from Prior Course

1. Speakers

- a. The graduation address was presented by The Honorable Glenard P. Lipscomb, Member of Congress from the State of California. Once again, the Office of General Counsel was instrumental in arranging for a Member of Congress to speak for us.
- b. Johnathan Dean, Deputy Director of the Office of United Nations Political and Security Affairs, Department of State, replaced David Popper as the speaker on "Major Issues for the United Nations".
- c. In place of Robert Baraz of the Department of State, John [REDACTED], Chief of the School of International Communism, OTR, spoke on "Developments in Soviet Foreign Policy".

25X1A

2. New Presentations

- a. At the suggestion of the Director of Training, we added a talk on "Contemporary Strategic Concepts" by [REDACTED]  
[REDACTED]
- b. Richard Boehm of the Office of Atlantic Political and Military Affairs, Department of State, agreed to speak on "The Atlantic Community: Political and Military Developments".

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25X1A

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- c. William Handley, Deputy Assistant Secretary for Near Eastern and South Asian Affairs, Department of State, accepted our invitation to talk on "Current Problems of South Asia".

25X1A

- d. Coverage of China was enlarged by the presentation, "Communist China: The Party and The People", by Robert Loh, Department of the Army. The assistance of [REDACTED] of FE Division and [REDACTED] of OTR in arranging for this talk was much appreciated.

25X1A

- e. Further emphasis on China was given by the addition to the schedule of the film, "The Seven Hundred Million".

25X1A

- f. [REDACTED], WH Division, whose talk, "Political Action in Latin America", was dropped from the schedule of Course #7 because of lack of time, agreed to appear for Course #8.

### 3. Former Presentations Omitted

- a. Because of the time devoted to computer operations at NSA and at the Manned Spacecraft Center, the visit to the CIA Computer Center was omitted.
- b. As the Field Trip included NASA installations at Houston, Texas, and Cape Kennedy, Florida, the group did not visit the Goddard Space Flight Center at Greenbelt, Maryland.
- c. The talk on "Arms Control - Background and Developments" was dropped in order to make room on the schedule for coverage of The Atlantic Community.
- d. At the suggestion of the Director of Training, the presentation, "Programs of the United States Information Agency" was omitted from the schedule in order to gain time for consideration of matters of more immediate concern.

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25X1A

e. The talk, "The Chief of Mission [REDACTED], by [REDACTED] having been deemed more pertinent to the Chiefs [REDACTED] Seminar than to the Midcareer Course, was dropped from the schedule.

f. Allen Whiting of the Department of State was out of the country, so we omitted the talk, "Communist China in Historical Prospective".

25X1A

g. Unfortunately [REDACTED] commitments were such that we were unable to arrange the usual dinner and discussion.

4. Briefings on Soviet, Chinese, and U.S. Military Capabilities

In Course #7 we found that having all of these briefings on the same day was a little too much of a good thing. For Course #8 we separated them, placing the Soviet material after the presentations on Soviet political matters, the Chinese material after the film and talk on China, and The U.S. material on still another day in the schedule.

5. NSA

With no difficulty whatsoever we were able to arrange for the group to visit NSA Headquarters at Ft. Meade. The better part of the day was spent on general briefings and on tours of the computer area and the Special Missile and Astronautical Center.

6. Field Trip

Our original dates conflicted with the U.S. Chamber of Commerce's once-a-year [REDACTED], so we

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took our trip a week earlier in the schedule than usual. As is becoming customary in order to avoid bad weather at this time of year, we did not visit the SAC and NORAD installations in the west, but journeyed to Houston, Texas, and, for the first time, to Cape Kennedy, Florida.

B. Significant Developments

1. Field Trip

- a. Scheduling the trip a week earlier than usual caused no problems and had the virtue of making the last seven working days of the Course a more coherent unit than heretofore.

- b. Houston

Little by little we are straightening out the problems caused by the cumbersome communications channel from Glebe Rd. to OCR Liaison at Headquarters, to NASA Headquarters in Washington to the Manned Spacecraft Center at Houston. This time there was only one major mix-up. We arrived in Houston at 1730 hours on Sunday afternoon to find that no transportation had been arranged to take us from the airport to our motel, a distance of some 14 miles. There was no ready solution other than hiring taxis for the ride. A discussion between C/MSOC and the NASA Protocol Officer on Monday revealed that the latter had specifically asked whether transportation would be required and had received a negative reply from NASA in Washington. How the NASA people here in town arrived at that conclusion shall remain forever a mystery in all probability. Everything else connected with our visit was well handled although Monday's schedule was a bit too compact for comfort.

- c. Cape Kennedy

Here again there was some confusion that need not have cropped up. The escort officer from the Air Force Eastern

Test Range, uncertain for some reason as to our arrival time, was busy conducting a group of NPIC personnel on a tour of the Cape. Transportation for people and baggage was finally arranged after several phone calls, but the anticipated afternoon program did not materialize. Our group was given time to relax and the program the following day was well worth the initial inconvenience. The NASA facilities for the forthcoming "Moon Shot" were particularly impressive.

- d. As there were only twenty-nine students in the group, there was an extra seat on the plane. With the concurrence of the Director of Training, we took along [REDACTED] the man from OCR Liaison who is responsible for arranging tours of NASA installations for us. Hopefully, this experience will enable [REDACTED] to help us avoid various difficulties in the future.
2. Aircraft maintenance problems forced cancellation of Henry Kissinger's plane flight from Boston. His talk was postponed until the afternoon and the scheduled presentation by Bob Baraz of State was cancelled. The talk by Dr. Kissinger was given to a joint session of the Midcareer Course and the Chiefs of Station Seminar. The Executive Director headed the list of special guests who attended the lecture and question period. During the coffee break, C/MSOC escorted Dr. Kissinger to the Director's office for a fifteen minute chat with Admiral Raborn.
3. The day's visit to NSA got off to a poor start when the chartered bus was 30 minutes late in picking up the group. Once at NSA, however, we found everything beautifully organized. General Carter's introductory remarks got the show going with a bang, and the departure hour came all too soon.

25X1A

25X1A

C. Summary of Critiques

1. Contemporary Strategic Concepts - Dr. Henry Kissinger

Of the twenty-two members of the group who commented on Dr. Kissinger's lecture most considered it a first rate introduction to the third phase of the course. They found Dr. Kissinger most impressive, thought provoking and articulate in presenting a broad and suitable backdrop for subsequent discussions. There were several who would have liked more time, especially for questions and discussion. In this connection a few felt they were hampered by the presence of "outsiders". The few who did not agree with the majority were disappointed by the generalities of the lecture and the lack of any new or stimulating ideas on the subject.

2. Internal Political Developments in the USSR - [REDACTED] 25X1A

All twenty-nine members of the class commented on Mr. [REDACTED] presentation with unanimous praise. He was pointed out for his fund of knowledge on the subject; his comprehensive analysis of current Soviet politics set against an historical background. In a few cases he was compared with Dr. Kissinger for excellence. Several students suggested more time could have been given to Mr. [REDACTED] especially for deeper questioning. 25X1A

3. Military Threat of the USSR

WNS A large percentage of the group were critical of these briefings, the main objectives being the cut and dried style of military briefings and the use of statistics and graphics. Several who were most critical of the formal part of the briefings were complimentary about the question and answer period that followed. Others noted that the briefings were presented in an atmosphere of cooperation and trust. As one student put it, "We may not be in complete agreement with the DIA findings or depth of information, but there is a distinct need to hear their views."

4. The Seven Hundren Million (Film)

Only thirteen members of the class commented specifically on the film. Of these, only two found it valueless. The others saw it as an excellent background for the subsequent discussion of China. One suggestion was that an explanation of the circumstances in which the film was made and some information on the background might be helpful.

5. Communist China: The Party and The People - Robert Loh

Well over half of the students were much impressed by Mr. Loh's presentation. Twice he was compared with [REDACTED] for excellent coverage of his subject. His enthusiastic delivery and first-hand knowledge of China were credited with adding to the value of his talk. Those who were of a different opinion thought that he was a bit dogmatic and overly-zealous, and that his information was dated. A few people found that his accent and phraseology made him somewhat hard to follow.

25X1A

6. The Military Threat of Communist China

Again the group were critical of the standard, order of battle type of briefing and objected to statistics, vu-graphics and the reading of speeches. Where there was praise, it was for the answers to questions, especially those given by Colonel [REDACTED]

25X1A

7. The Defense Intelligence Agency - General Whitney

The group as a whole responded to General Whitney's presentation very well. They considered him a fine speaker who was candid and informative, especially in discussing DIA-CIA relationships. There was a fairly widespread opinion that General Whitney should be scheduled before others from DIA.

25X1A 8. U.S. Capabilities to Counter the Sino-Soviet Military Threat -  
Colonel [REDACTED]

25X1A Of all the military briefers who spoke to the group Colonel [REDACTED] was considered the best. The majority thought the presentation was well done and very enlightening, albeit a bit gloomy. Colonel [REDACTED] was admired for his frankness in portraying a most serious subject and his capable handling of questions. The few who criticized the presentation suggested that the military picture as viewed from the political end of the spectrum might have added an element of balance.

25X1A

9. Africa - Problems and Prospects - Fred L. Hadsel

The twenty-seven students who commented on Mr. Hadsel's presentation used terms such as "excellent coverage", "thoroughly professional", "top-notch", and "one of the outstanding men to appear in the Course". In several cases more time with Hadsel was requested. Two students suggested that a map of Africa would have helped them to follow the overwhelming amount of geography covered. Mr. Hadsel was recognized as an authority on his subject who was able to clear up many points and present a lot of material for sober reflection.

10. Visit to National Security Agency

As this was a major innovation, verbatim comments are reported in Attachment A.

11. Developments in Soviet Foreign Policy - [REDACTED]

25X1A

25X1A There was nothing but the highest praise for Mr. [REDACTED] discussion of Soviet Foreign Policy. In fact, some students would have liked more time and, in addition, a discussion period with the speaker. A couple of students pointed out

what a worthwhile follow-up this talk was to Mr. [REDACTED] lecture. Several members considered Mr. [REDACTED] one of the best lecturers of the Course and recommended that he be used in future classes.

25X1A  
25X1A

12. The Atlantic Community: Political and Military Developments - Richard W. Boehm

The majority of the class thought Mr. Boehm's subject was appropriate and that he was well informed. A few were critical of his unemotional manner of speech while others thought he handled the presentation in an able fashion. Some felt he side-stepped controversial points but one student commended, "he was unafraid of expressing personal opinions which might not have been uniformly popular." One student pointed out that some of Mr. Boehm's points meshed well with the previous talks by the military representatives.

13. Current Problems of South Asia - William J. Handley

Mr. Handley's coverage of the subject was considered lucid and delivered with authority by twenty of the twenty-four students who commented. He was cited for his first hand knowledge of the area, especially of India. He was considered to be the best of the day's speakers by two members of the group. The students who did not agree with the majority found his talk rambling and not as factual as it should have been. There were divided opinions on his handling of questions. One student felt he emphasized all the problems of the area but did not speculate enough on the answers.

14. Major Issues for the United Nations - Johnathan Dean

The major criticism of this presentation was not the subject, which most of the class thought interesting, but Mr. Dean's

manner of presentation. Mr. Dean read from a prepared text which most of the group did not find very inspiring. Three students thought this talk was one of the dullest of the entire Course. Those who enjoyed the lecture thought it was scholarly and helped to put the U.N. and its shortcomings into proper perspective.

15. Political Action in Latin America - [REDACTED]

25X1A

25X1A Twenty-seven members of the class commented on Mr. [REDACTED] presentation and twenty-four rated him among the best speakers of the Course. He was complimented for the use of a case history to point up some sound principles of successful accomplishments by the Agency. Some students considered the topic appropriately placed in the Course, but one individual thought it should have been in an earlier phase. One student found Mr. [REDACTED] "windy and useless" and two others thought the coverage lacked details necessary for full comprehension.

25X1A

16. Address by Congressman Lipscomb

The address given by Congressman Lipscomb was welcomed by the class. He was appreciated for his sincerity and for his confidence in this Agency. As one student expressed it, "a very good morale booster - refreshing and reassuring" and as another put it, "gave me a good feeling to know there are persons in Congress who are aware of our activities and respect us as an Agency." On the negative side, several students objected to the canned questions; one student thought the talk was naive and merely flattery, and another said he enjoyed the talk but found it difficult to believe that the Congressman had nothing critical to say about CIA.

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17. Field Trip

The visits to the Manned Spacecraft Center at Houston, and to Cape Kennedy, Florida were clearly worth the time and effort involved. Cape Kennedy in particular evoked great enthusiasm. Although the students were not asked to comment on the trip as a whole, one individual wrote, "an over-all kudo for the Houston/Cape Kennedy trip. This was well-integrated and highly rewarding despite some irregularity in quality."

Houston

The briefings and tours at the MSC drew mixed reactions. Most of the students described the day as interesting and informative, but quite a few thought that the package could stand better organization and that the amount of material covered bordered on the overwhelming. A minority believed that the visit could have been omitted. The following excerpts from student critiques exemplify the reactions.

"Over-all, appropriate subjects, good speakers and of high interest. Too much to properly absorb in one day."

"Worthwhile but could be better organized."

"I found this trip to be generally unproductive. I think this must be the fault of NASA (a) in their preparation of the briefings, (b) in their selection of speakers."

As far as the individual elements of the day's schedule are concerned, almost all of the students expressed high praise for Mr. Shea's description of the Apollo Program; Major Clements' briefing on the Flight Control Center; Mr. Hays' "show and tell" session explaining the work of the Crew Systems Division, and the demonstration of the Translation

and Docking Trainer. Mr. Chilton's bumbling effort to describe the Guidance and Control Section was unanimously panned, as it should have been. The other five items on the schedule drew pro's and con's from the group.

Cape Kennedy

In contrast to Houston, not a single student had anything but praise for the visit to Cape Kennedy. It was considered a highlight of the Course and a most impressive and informative show. Several students suggested that more time could have been spent to allow proper absorption of the tremendous impact of the installation. Captain Sullivan and Lieutenant Wenzel of the Air Force Eastern Test Range, and Mr. Taylor of NASA were cited time and again as outstanding, knowledgeable and helpful briefers who added an invaluable ingredient to the inspection of hardware. A few of the student comments are included here to give the general tenor of the reactions to the visit.

"One of the most worthwhile trips I've taken in the Agency."

"Highly worthwhile. Can't conceive of a field trip more appropriate to the Course."

"Highly interesting and informative. By all means keep it in the schedule."

D. Staff Comment and Recommendations

1. Now that the Management Training Faculty has some useful space in the Magazine Building, we should investigate the possibility of holding the third phase of the Course on those premises instead of at Glebe Road.

2. For Course #9 we propose to return to the SAC/NORAD field trip.
3. The next time we visit Houston and Cape Kennedy, we should arrange to spend a day and a half at Houston. The extra time can be well used simply by providing for a few breaks, a longer lunch period, and additional time for discussion. The group can then fly to Cape Kennedy on Tuesday afternoon and be ready for the tour of the Cape on Wednesday morning.
4. In Course #9 we will plan to visit Goddard Space Flight Center in Greenbelt, Maryland again for a half a day to be brought up to date on NASA activities.
5. By all means we should retain the day's visit to NSA at Ft. Meade. This should become a regular part of our program.
6. For Course #9 we will try to get [REDACTED] to discuss China. If he is not available, we will fall back on Alan Whiting of State. Robert Loh, who speaks from first hand experience of matters inside China, should be invited to speak again. 25X1A
7. We would like very much to make [REDACTED] one of our regular speakers and rely on our friends at State only when Jack is otherwise occupied. 25X1A
8. We recommend trying to get W. Arerell Harriman for the major speaker in Course #9. Failing this, we can ask the General Counsel to come up with another Member of Congress.
9. A speaker from Congress is a very useful adjunct to the Course, but such a presentation can be built into the schedule almost anywhere.
10. We will do what we can to arrange an evening with [REDACTED] during the third phase of Course #9. A social hour and dinner in the Executive Dining Room followed by a meeting in the Director's Conference Room makes a fitting affair. 25X1A

ATTACHMENT A

VERBATIM COMMENTS

Visit to NSA

25X1A

"Perhaps less valuable to me personally than to most others in the class since I have been working with NSA material throughout my eleven years in the Agency and I have toured the building before. I was impressed however, with Mr. [REDACTED]'s presentation and by the briefings of DEFSMAC, and the computer operation. I appreciated the chance to hear General Carter and feel his comments struck just the right note. The trip in general should be retained in the course."

"Worthwhile briefing. The background data on collection effort was particularly interesting. The tour of the computers tended to be unproductive - visually impressive perhaps, but few people can follow the explanations."

"One of the highlights of the Course."

"A concentrated effort on their part to give us an honest insight into the actual gathering of COMINT and ELINT and its control. Very informative and enjoyable throughout. General Carter is good for them and the cooperation of our two agencies. I envy them their food concession. GSI was never like that - couldn't even approach it."

25X1A

"It was pleasing to have General Carter speak to us. [REDACTED] 25X1A [REDACTED], Director of Personnel gave an excellent and effective talk. The organization, operations and support which NSA gives was well presented. Mr. [REDACTED] in explaining the use 25X1A

of SIGINT in operations and the extent of these operations in SE Asia was effective. It was very interesting to me to hear of the relatively new trend in which decentralized processing in the field is being done. Mr. [REDACTED] gave a comprehensive picture of the computers in NSA. His humor aided immensely in discussing the subject. Again I was pleasantly surprised to find the very open use of computers by NSA analysts - no formal control of the equipment use is made. An analyst can and is encouraged to write his own programs. This is a very forward, and I feel, excellent method of analyst/computer marriage. [REDACTED] gave a good picture of the DEFSMAC operations."

25X1A

25X1A

"Waste of time."

"Carter - good welcome.

25X1A

[REDACTED] excellent overall briefing.

[REDACTED] - good briefer - would like to have had time to ask questions. Interesting material.

25X1A

[REDACTED] - interesting topic - poor speaker.

[REDACTED] fascinating speaker - excellent speaker."

"One of the highlights of the Course. General Carters' remarks were sincere, pertinent, meaningful. Morning session most informative and well presented. First afternoon session quite good - gave excellent understanding of the topic. Computer session much too rushed. I could not hear the speaker. If tour could omit technical details and walk through the receipt of one item it would be much easier to understand. By all means keep in the Course."

"Was a good trip - all speakers except [REDACTED] were good. 25X1A  
Would have appreciated a little time on an example of how they go about breaking a code."

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25X1A

██████████ did good jobs, but I think the computer part could be dropped. If kept in, maybe it could be tied to some specific task they do. Excellent lunch."

"This entire day was a great success. Some of the details concerning computers and their uses was over-drawn, but I found the speakers, visual aids and the tours most gratifying. The whole NSA approach was serious, dignified and well organized."

25X1A

"The trip was very appropriate. A well spent day. Except for Mr. ██████████ who had a tough topic, all speakers were excellent. The NSA trip should be a part of all future courses.

25X1A

██████████ was outstanding, NSA should be applauded for their effort and excellent development of these briefings."

"The lectures were interesting and informative - the tours meaningless to me."

"Extremely interesting. A most enjoyable day. The programs as presented by NSA were well balanced and well presented. I consider these sessions a tremendous contribution to the Midcareer Course."

"Briefing was very informative and beneficial. However, the tour of computer area was less than useful due to lateness of scheduling. Luncheon arrangements were excellent."

"First class presentation from beginning to end, professionally done - probably the most worthwhile of the three field trips. All participants were high caliber. Only negative comment, a most minor one, was my inability to hear computer expert. He talked to his charts not the group. Everything about the day was worthwhile - speakers, movie, demonstrations, etc. They were willing, eager, and competent. A must for future courses."

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"The trip was of great value and led to an understanding of that Agency which has never been clear to me previously."

"This was, over-all, the best briefing I have ever been exposed to. It was top notch from beginning to end. This is not solely a reflection of the glamour of the subject. The briefing was beautifully organized, excellently balanced in terms both of scope and security considerations, and the speakers were excellent. General Carter set the stage beautifully. Mr. [REDACTED]'s presentation was highly seminal. Mr. [REDACTED] was superb. Mr. [REDACTED]'s rare brand of drollery put a nice capstone on the day. What a buffet for a buck! Kudos to NSA."

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"Very good. All speakers were most interesting and the topics well chosen. Personally, I could understand computers a lot better if I didn't have to look at an acre of them."

"An extremely comprehensive, detailed briefing and most worthwhile. As opposed to our NASA visits, you were made to feel welcome and that you are a part of the same team - not an alien as with NASA. I feel that General Carter most certainly has and will continue to set the proper basis for a good and continuing working relationship with CIA. A specific run-through on a computer set-up would be useful and I understand they can do it if they have smaller groups to work with. More in crypto work also."

"Very good presentation. General Carter gave very good talk - too little time to really absorb tour information. Mr. [REDACTED] was not a particularly good speaker, although I'm sure his knowledge is great."

25X1A

"Overall I think it was quite worthwhile. One item I think could be dropped - the briefing in the computer area. The interest and the questions of our group could have been much better answered in the conference room."

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"Man, what a crazy lot of computers! I knew their mission and functions quite well. Therefore, I think the organization lecture could have been curtailed. When you visit a place you expect to see the physical facilities at length and hear what the mission is only minimally. As it turned out, we rushed through at the last minute and after we had been beaten into lethargy with slides and briefings. They could do better. A whole day may not be necessary. [REDACTED] were effective and entertaining."

25X1A

"The day at NSA was high appropriate and should be included in the Course. Mr. [REDACTED] is not a particularly effective speaker, but he nevertheless gave a perfectly adequate overall briefing on NSA. Mr. [REDACTED] is a good speaker who is apparently a dedicated intelligence professional. The tours were worthwhile, but too short. Time should have permitted either a brief demonstration of how DEFSMAC and the computer center (or parts of them) operate, specific explanation of work in progress at each place. General explanations should be avoided."

25X1A

25X1A

"The visit to NSA was a success in my view. The speakers all well qualified to treat their subject. [REDACTED] could not be heard at all times. The tour of the Machine Processing Unit might have been more profitable had the group been smaller so as to be able to see and hear the guide. (If something could be worked out whereby OCS could give the Midcareer Course small group tours or briefings prior to the NSA trip, the NSA computer system might be more comprehensive.) General Carter set a nice keynote. Mr. [REDACTED] gave a good general background. Colonel [REDACTED] talk was informative and perhaps the most interesting to me."

25X1A

25X1A

25X1A

"The tour and series of briefings were first class. Lt. General Carter and NSA went all out to welcome and inform the class. The Agency will be hard pressed to reciprocate to NSA training in the future, especially the wonderful buffet. This trip should be a must for future classes."

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"High point of the last Course section! Briefings generally outstanding (particularly [REDACTED]). They seemed to be trying and it had results. They did a first class job but the time was too brief to cover such a tremendous operation. The rapid walking tours were less effective than briefings."

25X1A

"Feel that trip was worthwhile. Talks by [REDACTED] informative. Bit by [REDACTED], although leaving much to be desired from a public speaking form, was informative and I believed conveyed his message - computers are good, but not always necessary. Portion devoted to DEFSMAC, Colonel [REDACTED] et al, was overplayed. Tour through the Machine Room was like any other tour - you can't hear what the tour man is saying unless you are right next to him and he is talking right at you. Needless to say, the address of the Director was appreciated and bears remembering: above all - Objectivity."

25X1A

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25X1A

"This was good. There is a possibility that a short example of how cryptoanalysis is performed and how a computer can do this would be very helpful here. There are unclassified publications on the subject so it shouldn't be a question of sensitivity. Considering their investment in computers, I would have liked to know more of how they are applied - not just to what they are applied."

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MIDCAREER COURSE NO. 8

COURSE REPORT

Miscellaneous Items

1. Course Administration

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Once again the students were lavish with their praise for all of those [REDACTED] and Headquarters who were responsible for organizing and conducting the Course. Whenever hitches developed the group took them in stride and refrained from making them a cause celebre in the critiques.

2. Other Matters

This section of the report usually contains a summary of the students' observations on the length of Course phases, the advisability of eliminating any of the phases, and the appropriateness of the two weeks [REDACTED]. However, inasmuch as the present pattern will be altered beginning with Course #10 in the fall of 1966, there seems to be no reason for continuing to record observations on these matters for Courses #8 and #9.

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